

APPENDIX M

SAMPLE

MANAGEMENT PLAN FORMAT AND IMPLEMENTATION SCHEDULE FORMAT FOR A PUBLIC FACILITIES PROJECT ADMINISTERED BY LOCAL STAFF OF A CITY

NOTE: This Management Plan format / boilerplate (developed by CDBG as an example for a project administered by local staff of a city) **is just a sample.**

It needs to be adapted and revised to meet the specific situation of the project you are proposing.

The plan format can be adapted for a public facilities project to be administered by a consultant. The fourth paragraph that refers to designating the local staff person as project manager can be revised to state that a consultant can be designated as project manager and will be responsible for overall project management.

I. ADMINISTRATIVE STRUCTURE

The City of _____ is an incorporated city with a Mayor-Council form of government. The following persons will have lead responsibility for administering the City's FY ____ Community Development Block Grant (CDBG) public facilities project for water improvements:

Mayor _____, as the City's chief elected official will have responsibility for all official contacts with the Montana Department of Commerce (MDOC). The Mayor and City Council will have ultimate authority and responsibility for the management of project activities and expenditure of CDBG funds. The approval of all contracts and drawdown requests will be the responsibility of the City Council.

_____, Clerk-Treasurer, as the City's chief financial officer, will be responsible for management of, and record keeping for, the CDBG funds and other funds involved in the financing of the water project. One-fourth of this position's time will be devoted to CDBG administration during the term of the project.

_____, Planning Director, will be designated as Project Manager and be responsible for overall project management and assuring compliance with applicable federal and State requirements for the CDBG project. The Project Manager will serve as the City's liaison with MDOC for the project. One-third of this position's time will be devoted to CDBG administration during the term of the project.

_____, City Attorney, as the City's legal counsel, will review and advise the Mayor and Council regarding any proposed contractual agreements associated with the CDBG project and provide any other legal guidance as requested.

_____, Project Engineer (a contracted service position), will be responsible for construction-related activities including preparation of preliminary engineering, final design plans and specifications, as well as construction inspection. Contractor compliance, scheduling, and payment requests will also be subject to the Project Engineer's review and approval.

The Mayor, Clerk-Treasurer, and Planning Director will attend the MDOC CDBG Project Administration Workshop.

II. PROJECT MANAGEMENT

A. The **Project Manager** will be responsible for:

1. Preparing the environmental review to assure full compliance with the National and Montana Environmental Policy Acts, completion of the statutory checklist, and any other applicable environmental requirements. The Project Manager will also be responsible for preparing any legal notices required to be published for the environmental review process and conducting any required public hearings or informational meetings.
2. Preparing a request for release of funds to MDOC.
3. Negotiating a contract with MDOC and assisting the City with all requirements related to effective project start-up and implementation.
4. Establishing and maintaining complete and accurate project files and preparing all documentation, quarterly project progress reports, and reports incidental to administration of the grant.
5. Assisting the City with selection of the Project Engineer, in conformance with CDBG procurement requirements, including the preparation of requests for proposals for publication or other distribution.
6. Reviewing all proposed project expenditures or requests for payment to ensure their propriety and proper allocation of expenditures to the CDBG budget.
7. In cooperation with the Clerk-Treasurer, processing payment requests and preparing draw-down requests to MDOC, including the Request for Payment and Status of Funds Reports and required Project Progress Reports (with each drawdown request; quarterly at a minimum if there are no drawdowns during a quarter).
8. Monitoring the contractor selection process, including the bid advertising, tabulation and award process for conformance to CDBG requirements. The manager will review the construction contract provisions for CDBG compliance and will request MDOC clearance of the lowest and second lowest bidders before a contract is awarded.

9. Attending the pre-construction conference and monthly construction progress meetings.
10. Monitoring contractor compliance with applicable requirements.
11. Assuring compliance with all labor requirements. Responsibilities will include the weekly review of weekly payroll reports to assure compliance with Davis-Bacon prevailing wage requirements; periodic visits to the construction site to assure that required equal opportunity, labor standards, and Davis-Bacon wage determinations have been posted; and conducting on-site interviews with construction personnel to assure Davis-Bacon compliance.
12. Assuring compliance with applicable civil rights requirements, including equal opportunity, fair housing, Hatch Act, and ADA handicapped accessibility evaluation and ADA Transition Plan.
13. Supervising the delivery of CDBG financial assistance to low and moderate-income households such as water service hookup and meter installation (where applicable).
14. Preparing all required performance reports and closeout documents (Chapter 13, CDBG Manual) for submittal to MDOC.
15. Assist the City and Clerk-Treasurer with the selection of an independent auditor. Assure CDBG audit requirements (CDBG Manual, Chapter 14) are met.
16. Attending City Council meetings to provide project status reports and representing the CDBG project at any other public meetings, as deemed necessary by the Mayor.

B. The **Project Engineer** will be responsible for:

1. Design and construction engineering.
2. Acquisition of all necessary land and easements.
3. Preparation of the construction bid package in conformance with applicable CDBG requirements and supervision of the bid advertising, tabulation, and award process, including the preparation of the advertisements for bid solicitation, conducting the bid opening, and issuance of the notice to proceed.
4. Conducting the pre-construction conference, with the assistance of the project manager.
5. Supervision of construction work and preparation of inspection reports.
6. Reviewing and approving all contractor requests for payment and submitting the approved requests to the City.

III. FINANCIAL MANAGEMENT

A. The **Clerk-Treasurer's** responsibilities will be as follows:

1. Establishing the CDBG bank account and transferring CDBG funds from that account to the town's treasury for disbursements, based on claims and supporting documents approved by the project manager, project engineer, and contractor. Since the City uses an interest bearing account for its general disbursements, a separate non-interest bearing account will be used for CDBG funds. Balances in that account will not exceed \$5,000 for a period of three days.
2. Entering all project transactions into the City's existing accounting system (BARS), and prepare checks/warrants for approved expenditures.
3. With the assistance of the Project Manager, preparing the Requests for Payment and Status of Funds Report (i.e., drawdown requests) to be submitted to MDOC. All drawdown requests will be signed by two of the three following persons: Mayor, Clerk-Treasurer, and Council President. No expenditures will be made without the approval of the Council at a regular meeting.
4. With the assistance of the Project Manager, preparing the final financial reports for project closeout.

B. The Project Manager and Clerk-Treasurer will review all proposed expenditures of CDBG funds and will prepare drawdown requests, which will be signed by the officials cited above. All disbursements will be handled in accordance with the City's established claim review procedures. Before submitting the claim to the Clerk-Treasurer, the Project Manager will attach a certification to each claim stating that the proposed expenditure is an eligible expense of the City's CDBG project and consistent with the project budget. The Council will review all claims before approving them.

C. Financial record keeping will be done in conformance with the recommendations of MDOC as described in Chapter 4 of the CDBG Administration Manual. The original financial documents (claims with attached supporting material) will be retained in the City's offices.

D. Hourly time sheets will be maintained by the Project Manager and the Clerk/Treasurer to document all time worked on the CDBG project.

Following is a sample ***Project Implementation Schedule*** that is based on quarterly milestones.

QUARTERLY PROJECT IMPLEMENTATION SCHEDULE

(CDBG Applicants can adapt this form for their projects.)

	2007	QUARTERS, 2008				QUARTERS, 2009			
TASK	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th
<u>PROJECT START UP</u>									
Sign contract with MDOC/CDBG.		X							
CDBG authorization to incur costs (.../.../07).	X								
Attend CDBG grant administration workshop.	X								
Conduct environmental review and cultural resource survey.		X							
Secure and document firm commitment and approval of other funding.			X						
Request and received CDBG's Environmental Release of Funds.			X						
Identify audit requirements. Establish audit schedule for the project's duration.		X							
Submit project progress reports and drawdown requests. (Submit progress reports quarterly if no draw is submitted).		X	X	X	X	X	X	X	X
<u>PROJECT DESIGN</u>	4th 2007	1st 2008	2nd	3rd	4th	1st 2008	2nd	3rd	4th
Advertise for and select engineer.			X						
Commence design.			X						
Complete project design.				X					
Prepare construction bid documents.				X					
Secure CDBG's and other agencies' approval of bid documents.				X					
Finalize acquisition of land to be used.				X					
Submit progress reports and drawdown requests. (Submit progress reports quarterly if no draw is submitted).		X	X	X	X	X	X	X	X
<u>ADVERTISEMENT FOR CONSTRUCTION BIDS</u>	4th 2007	1st 2008	2nd	3rd	4th	1st 2008	2nd	3rd	4th
Review CDBG contract requirements.				X					
Publish bid advertisement.				X					
Open bids and examine proposals.				X					
Request CDBG debarment / eligibility review of selected contractor (lowest responsible bidder) and of all subcontractors.				X					
Award contract to selected contractor.				X					

<u>PROJECT CONSTRUCTION</u>	4th 2007	1st 2008	2nd	3rd	4th	1st 2008	2nd	3rd	4th
Conduct pre-construction conference.				X					
Issue the Notice to Proceed.				X					
Begin construction.				X					
Monitor engineer and other contractors.				X	X	X	X	X	
Conduct labor compliance reviews:				X	X	X	X	X	
... Weekly payroll reviews				X	X	X	X	X	
... Contractors' employee interviews				X	X	X	X	X	
Hold construction progress meetings.				X	X	X	X	X	
Final Inspection.								X	
Submit progress reports and drawdown requests. (Submit progress reports quarterly if no draw is submitted).		X	X	X	X	X	X	X	X
<u>PROJECT CLOSE OUT</u>	4th 2007	1st 2008	2nd	3rd	4th	1st 2008	2nd	3rd	4th
CDBG staff conducts on-site monitoring of the project. (See CDBG Manual Exhibit 12-A, CDBG Monitoring Guide.)							X	X	
Submit CDBG project completion report. (See CDBG Manual, Chapter 13 Exhibits).								X	
Submit CDBG <u>conditional</u> closeout certification to CDBG.								X	
CDBG approves conditional closeout.								X	
Include the project in audits (FY 2008, 2009).				X					X
Submit CDBG <u>final</u> closeout certification, final audit and final drawdown request.									X >>
CDBG approves final closeout.									X >>